

# CHRB NEWS & REVIEW

NEWSLETTER OF THE CALIFORNIA HORSE RACING BOARD

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## SCURFIELD LEAVES IMPRINT ON RACING

by Mike Marten  
Editor CHRB News & Review

History will be kind to Ralph Scurfield, who recently concluded eight years of public service on the California Horse Racing Board.

As chairman for the last seven years, Scurfield guided the Board through most of the turbulent '90s—a decade that brought tremendous change to the horseracing industry as it faced unprecedented competition from other forms of gambling and entertainment.



RALPH SCURFIELD

Scurfield was instrumental in bringing about license-fee relief to the struggling horse-racing industry. He personally appeared before legislative committees to explain the importance of the industry in terms of jobs, revenue, and its impact on the overall economy.

Recognizing the irreversible shift of wagering from the tracks where races are run to off-track (simulcast) outlets, Scurfield created industry advisory committees to help deal with this and other core issues facing the Board and the industry.

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## MESSAGE FROM THE EXECUTIVE DIRECTOR

California should be proud and aware of the high quality of the people who participate in its horse racing industry—the horsemen, jockeys, racetrack personnel and officials, and the CHRB staff.

The California horseracing industry also has benefited from the services of many dedicated and hard-working racing commissioners, as typified by the leadership of Ralph Scurfield and those around him.

Now that Ralph has completed two terms on the Board, and given the close, personal working relationship that I've had with him for nearly six of those years, I want to share some personal thoughts.

I have been constantly impressed by Ralph's fairness, his integrity, his ability to analyze and address complex issues, and his ability to direct. Ralph has a quality that's hard to define. They write books about it. It's called leadership.

The working environment Ralph created within the CHRB staff provided all of us with the capability and motivation to do our jobs. He gave me the backing and stability to face each new day with confidence. And even though Ralph will no longer be with us on a daily basis, his legacy will continue to benefit the public and the industry because

he instilled in the CHRB staff the positive attitude and assurance to adapt to changes that are constantly coming about.

On a very personal note, Ralph and Barbara shared of themselves with my family, and enabled us all to get through some of the more difficult times. Their counsel and friendship can never be measured or replaced. It is something I'll always remember and cherish, and be a big part of my life.

Ralph has been a dear friend to me and my family, and he's been a true friend to the California racing industry, which he always perceived as a sort of extended family. He always encouraged the various branches of the family to work together for the common good of horse racing.

As we welcome new members to California's horse-racing family, I sincerely hope we will continue to work together. As we pursue new legislation, develop policies, and make other needed adjustments to our industry, I hope we continue to work out our differences together, to strive for consensus, and approach each problem and each day with re-

*Roy C. Wood, Jr.*  
Roy C. Wood, Jr.



## IN THE GOLDEN STATE

# LEGISLATIVE UPDATE



**By Jacqueline Wagner  
CHRB Staff**

*The Legislature introduced nineteen bills related to horse racing during this past legislative session. Eleven of those bills most significantly related to horse racing were passed and sent to the governor. Five of the bills were signed into law. The remaining six bills were vetoed.*

The following two bills were signed by Governor Davis as urgency bills:

**SB 263** — Chapter 219 (Senator Don Perata) increases the number of races that may be imported daily by a thoroughbred racing association or fair from 20 to 23, and exempts from the limitation races commencing after specified times that are imported with the permission of specified associations; races that are part of the Kentucky Derby, Kentucky Oaks, Preakness Stakes, Belmont Stakes, Jockey Club Gold Cup, Breeders' Cup, or Haskell Invitational; races imported into the northern zone when no live racing is being conducted in that zone; and races imported into the combined central and southern zones when no live racing is being conducted in these combined zones. SB 263 became effective July 28, 1999.

**AB 270** — Chapter 28 (Assemblyman Richard Floyd) reduces the maximum number of weeks for both harness racing and quarter-horse racing in the northern zone to 20 weeks and repeals the provision authorizing the Board to allocate a maximum of 12 weeks of harness racing to the 22nd District Agricultural Association from the weeks available for harness and quarter-horse racing; provides that the Board may authorize these associations to accept wagers on up to six out-of-state or out-of-country harness or quarter-horse races on any given live racing day, subject to specified conditions, and deletes the requirement that races imported under this provision be feature or stake races with a purse of \$100,000 or more. AB 270 became effective May 26, 1999.

Governor Davis signed three bills as non-urgency legislation. The following bills become effective January 1, 2000:

**SB 517** — Chapter 170 (Senator Ross Johnson) amends the law to allow any licensed racing association to act as its own distributing agent for the net proceeds of its charity race dates, upon approval of the CHRB if it meets minimum allocation and distribution requirements.

**AB 618** — Chapter 127 (Senator Bob Margett) amends the law prohibiting a person licensed to conduct a racing meeting from paying any horse owner or any agent, person, or organization representing horse owners, purses, or any other type of consideration, except as expressly provided, to allow promotional contests of sponsorship contributions to be distributed by a harness racing association in the northern zone as payment in addition to purses.

**AB 1486** — Chapter 218 (Assemblyman Abel Maldonado) provides that the Board take public testimony and make all determinations on the allocation of racing dates during a public hearing. It also requires all discussions of allocating racing dates by the Board or its subcommittees to be conducted during a public hearing.

**(Continued on next page)**

## CALENDAR

### NOVEMBER

- 10** – CHRB monthly meeting in Inglewood.
- 10** – Hollywood Park meet opens in Inglewood.
- 17** – Golden Gate Fields meet opens in Albany.

### DECEMBER

- 3** – CHRB monthly meeting in Los Alamitos.
- 26** – Santa Anita Park meet opens in Arcadia.
- 26** – Los Alamitos harness meet opens.

### JANUARY

- 21** – CHRB monthly meeting (tentative date).

# THE EQUINE PRESCRIPTION

FROM THE DESK OF THE CHRB  
EQUINE MEDICAL DIRECTOR



DR. RON JENSEN

The CHRB recently revised and updated its Horseman's Handbook Concerning Medication Rules and Regulations, which describes the Board's medication rules in a manner that contains less legalese than the official rule book.

This booklet is intended to provide participants in the horse racing industry with assistance in complying with CHRB rules and regulations. However, the information contained in the handbook does not supersede the CHRB rule book, so anyone having questions or needing clarification of matters discussed in the handbook should contact the official veterinarian or stewards.

The table of contents is arranged in a manner that will make it easy for readers to find the information they are seeking. Some of the matters addressed in the handbook include:

- Descriptions of both prohibited drug substances and authorized drug substances;
- Current rules concerning treatment of bleeders;
- The California Drug Classification guidelines, by which the CHRB has categorized prohibited substances in seven classifications, ranging from drug substances with high abuse potential to therapeutic medications;

- Race-day requirements for horses that are entered to race, including pre-race inspections, receiving-barn procedures, scratches, and medication-reporting requirements;
- The selection process for horses that are to be subjected to post-race testing;
- The split sample program that is available to horsemen in the event of the finding of a prohibited substance;
- Regulations dealing with alternate therapy;
- The Postmortem Program, which requires an examination of all horses that die at a California racetrack or training center; and
- Veterinary practices that are related to the regulation of racing.

The handbook should prove helpful to all horsemen who routinely race at California tracks as well as horsemen who are racing in California for the first time.

The handbooks are available at CHRB license offices at all California tracks and at the CHRB headquarters and regional offices.



## LEGISLATIVE UPDATE

(Continued from previous page)

The following bills were vetoed:

SB 346 — Horse Racing: Imported Races (Johnson); SB 354 — Horse Racing: Imported Races (Perata); SB 474 — Horse Racing: Allocation of Funds (Johnson); SB 592 — Horse Racing: Possessory Interest Tax Off Set (Senator Bill Morrow); AB 315 — Horse Racing: Proposition Wagers (Assemblyman Rodrick Wright); AB 1406 — Horse Racing: Horse Registrations and Mule Racing (Committee on Governmental Organization, Herb Wesson, Chairman).



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# *In Memory Of...*



**IN MEMORY OF J.C. GONZALEZ, the 23-year-old jockey who was killed in a racing accident at Fairplex Park in Pomona on September 9, 1999.**

**(Benoit Photo)**



# BE OUR GUEST...



***The California Horse Racing Board believes the best way to regulate an industry is to be fully informed. The CHRB regularly solicits input from the public and the horse racing industry, and this guest editorial page is one more forum for that purpose.***

*This guest editorial is provided by Thomas Meeker, president and chief executive officer of Churchill Downs Inc., which recently acquired Hollywood Park.*

For decades, California racing has epitomized excellence with its scenic backdrop and stellar human and equine athletes. And for decades, the name Churchill Downs has been synonymous with quality thoroughbred racing around the world. The marriage of these two interests holds great opportunity for the racing industry in California, and the management of Churchill Downs Inc. is excited to enter this dynamic arena with our recent purchase of Hollywood Park Race Track.

We are a much different Company now than six years ago, when our entire operation consisted of the flagship track in Louisville and its major asset, the Kentucky Derby. Since 1994, we have entered communities in western Kentucky, Indiana, and Florida through the development and acquisition of racing and simulcast-wagering operations.

Additionally, we have invested in companies that service racing in the areas of group purchasing, simulcast graphics software and video, and simulcast telecommunications. During this time, Churchill Downs has been steadfast in developing a leadership position in the growth and consolidation of the thoroughbred industry.

## **PROMOTING THE THREE Cs**

During this growth, we have developed and employed a management philosophy that allows our managers to focus on what we call the "Three Cs": community relations, capital improvement, and customer service.

Our management staff and employees have worked hard to earn the Company's status as a good corporate citizen. We've done so by connecting with our neighbors, establishing strong ties to the community, and taking a leadership role in every location where we own or manage a facility. Our reasons for doing so are simple: It's the right thing to do, and it's good business.

Our initial community relations thrust in Southern California will be in the neighborhoods surrounding Hollywood Park. To support youth education, the track will pur-

chase Disney's *World of Music* to reintroduce music training to 11,000 students at all 13 Inglewood elementary schools. The program will consist of videotapes and teaching aids that utilize favorite Disney melodies and re-institutes a school music program that was eliminated in the early 1980s.

In the area of sports and recreation, Hollywood Park will help underwrite the purchase of uniforms for approximately 1,400 children participating in Inglewood baseball, football, and soccer youth leagues. In addition, track employees will take over care and maintenance of Getty Field, the youth ballpark adjacent to the racetrack.

Our staff, in conjunction with Inglewood civic leaders and government officials, developed these programs to enhance the quality of life surrounding the track. In addition to helping our neighbors, the objective is to make the community and our employees feel good about Hollywood Park. This is a long-term strategy that we believe will translate into increased business and more fans for racing.

Customer satisfaction is a cornerstone of our management philosophy, and we are committed to providing the highest level of service in all facets of our operations. Our definition of "customer" is wide-ranging and includes the patrons who visit our facilities, horsemen, regulators, jockeys, vendors, and others with whom we do business, as well as our employees.

## **CHURCHILL DOWNS UNIVERSITY**

Our approach to service starts with our employees, who are our most important resource. Over the past several years, we have developed a training program known as Churchill Downs University, which instills in our staff the techniques of delivering good service. This process encourages our employees' professional growth and development. Moreover, it completes the cycle of customer service: It drives value from the employee to the customer, from the customer to the Company, and from the Company

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# *Ralph Scurfield*

## ...In the Boardroom



**RALPH SCURFIELD** frequently addressed industry groups (upper left) and always welcomed the opportunity to meet and honor those racing participants who brought honor to the horseracing industry, such as jockeys **Russell Baze** (upper center) and **Eddie Delahoussaye** (upper right).

**IN HIS FIRST YEAR ON THE BOARD** in 1991, Scurfield served alongside (from right) then Commissioners **Donald Valpredo**, **Rosemary Ferraro**, **William Lansdale**, **Henry Chavez**, and (far left) **Stefan Manolakas**, with former Executive Secretary **Dennis Hutcheson** seated to Scurfield's left.



# ...At the Races



**UP ON THE ROOF** at Hollywood Park with stewards (left to right) Pete Pedersen, Tom Ward, and Ingrid Fermin.

**AT THE HUMBOLDT COUNTY FAIR** in Ferndale with the Woods, CHRB Executive Director Roy Wood and his wife, Gennie.



**AT CHURCHILL DOWNS** for the Kentucky Derby with (from left) CHRB Commissioner Robert Tourtelot and his wife, Susan, Betty Nicholaw, Barbara Scurfield, and CHRB Commissioner George Nicholaw.





**RALPH SCURFIELD had the privilege of publicly thanking his longtime friend and associate when DONALD VALPREDO concluded his seven years of service on the CHRB last year.**

With Board support during Scurfield's tenure, horse owners gained greater control of their own business affairs through the creation of the Thoroughbred Owners of California (TOC), and their participation in the National Thoroughbred Racing Association (NTRA) was facilitated by a change in the Horse Racing Law.

Largely through Scurfield's insistence, the troubled harness industry managed to negotiate a lease with the owners of Los Alamitos Racecourse, which permitted them to continue harness racing in Southern California and led to the resurgence of the harness industry in the state.

And perhaps most important of all, the health and safety of racehorses and workers in the California horse racing industry was enhanced by new regulations and programs, some of which would not have come about without Scurfield's support and perseverance.

## RCI CHAIRMAN IN 1998

Scurfield also served the national industry through participation in the Association of Racing Commissioners International (RCI). He chaired the organization's Drug Testing and Quality Assurance Program, and he was elected to various executive positions, culminating with his term as RCI chairman in 1998.

An extremely active man, who might start the day with a game of tennis before most people are out of bed, Scurfield gave personal direction to the affairs of the CHRB by meeting frequently with industry participants and maintaining daily contact with the Board staff.

Tirelessly, and with great personal interest, he attended countless industry functions, usually accompanied by his popular wife, Barbara.

Through it all, amidst all of the infighting among industry factions, the jockeying for favorable positions, and the stresses of politics, Scurfield displayed the cool calm, reason, and patience of a natural leader. Even on those rare occasions when he showed his temper, he did so with remarkable restraint and wit.

"It was a pleasure for me to serve my entire term on the Board with Ralph Scurfield, and an honor for me to be vice-chairman for five years. We served together on many committees. We worked very well as a team, and I'm proud of the things that we accomplished.

"Every issue that came before the Board, Ralph addressed fairly. He gave so much time and energy, and he put in those long, hard hours. That's why he was so respected by the other commissioners. He cared about the industry, at every level.

"What I got out of it, after serving with Ralph all those years, are true friends for a lifetime – Ralph and Barbara."

**Former Commissioner Donald Valpredo**

And always, it was a team effort, with Scurfield recognizing the importance of all racing commissioners, staff members, and others involved in the process.

Given all of his attributes, it was natural for Scurfield's fellow commissioners to turn to him for leadership. Beginning in 1992, year after year, they elected him chairman, and they did so unanimously. Henry Chavez, William Lansdale, Rosemary Ferraro, Donald Valpredo, Stefan Manolakas, George Nicholaw, James Watson, Robert Tourtelot, Hyla Berteau, Joseph Fenley, Christo Bardis, and Jack Coffey. They always cast their vote for Ralph Scurfield.

## SECOND-LONGEST CHRB CHAIRMAN

In the 66-year history of the CHRB, only one person, Dwight Murphy, served longer as chairman than Scurfield. Murphy, who served a remarkable 16 years as a racing commissioner, chaired the Board throughout the 1950s.

Scurfield, a resident of Sacramento since 1934, honed his leadership skills on various local and regional panels, including two years with the Sacramento Planning Commission, two years with the Sacramento City Council, and six years with the California State Fair and Exposition Board, naturally, five of those six years as chairman.

Today, at age 71, it appears, finally, that his days of public



service have ended, but that doesn't mean he is slowing down any. He continues to serve as president of the Scurfield Company, dealing in property investment, commercial development, and property management, although the day-to-day operations are handled by his sons, Donald, David, and Steven. And he and Barbara continue to travel, golf, and play tennis.

## LOOKING BACK

Asked to look back over his eight years as a racing commissioner, Scurfield focused immediately on his efforts to eliminate substance abuse among workers in the California horse racing industry. He generated support for the Winners Foundation, the employee-assistance program for persons in the California horseracing industry with problems involving drug or alcohol abuse. He created the Human Substance Abuse Advisory Committee, which brought medical experts and industry leaders together to deal with the problem of substance abuse. And he was most responsible for establishing a voluntary program that enables trainers to test their employees and new-hires for drugs.

"This was one of my first priorities when I first came on the Board," recalled Scurfield. "There was controversy at the time over some cocaine positives in horses, and as I heard people explain that it was accidental contamination from humans to animals, I realized that we had less of a cocaine problem with horses and more of a cocaine problem with people.

"The Winners Foundation already was in place at all of our racetracks, but it wasn't coordinated with the stewards

"Ralph Scurfield's tenure as a member and chairperson of the CHRB has been a very productive time for the California horseracing industry. Under Ralph's leadership, the Board has presided over an era of cooperation that has led to numerous legislative and regulatory accomplishments, which have breathed new life into the business.

"Additionally, California's racetracks, fairs, horsemen's organizations, and organized labor have had the benefit of Ralph's guidance and even-handed treatment as they worked their way through a myriad of business relationships that in days gone by would have resulted in full-scale warfare in public Board meetings.

"As chairman, Ralph has given new meaning to the CHRB 'hearing' process, because he always 'listened'. Ralph served admirably under three governors hailing from both political parties, and he leaves a legacy of fairness, effectiveness, and camaraderie that will be a tough act to follow."

Executive Director Norm Towne  
CA Assn. Thoroughbred Racetracks

"Ralph Scurfield's tenure on the CHRB was distinguished by dedication to duty and to his obligations, his availability, his willingness to listen, and a real commitment to the industry as a whole. His service provides a good example for others who will follow in his footsteps."

John Van de Kamp  
President Thoroughbred Owners of CA

the way it is now. We brought in experts, set goals, and created a program that gives us a real opportunity to deal with this serious problem. In essence, we completed our whole plan with one exception. Although the program itself is free to participants, we weren't able to take that extra step and provide financial aid to the family during the rehabilitation (out-of-work) period.

"I'm proud to say that we also made progress within the RCI with a national program that is now in the early stages of implementation. The Winners Federation is a program that will first look at all of the other jurisdictions, determine who has programs and who does not, then the RCI will provide information and assist in fund-raising to implement Winners Foundation types of programs in those local jurisdictions.

"This is especially important along the East Coast, where



**HOW OLD DID YOU SAY HE IS? At age 71, Scurfield continues to frustrate men and women with younger legs on the tennis court.**

**(Benoit Photo)**

workers go from one jurisdiction to another. The RCI will be the conduit for ensuring the highest quality of programs in all of the jurisdictions.”

## EMBRACED DUAL ASPECTS OF JOB

Regarding license-fee relief and other proactive efforts by Scurfield and the rest of the Board on behalf of horse racing, he noted that the Horse Racing Law itself assigns the CHRB the dual responsibility of both regulating and fostering the growth of horse racing in the public interest.

“Our attitude is that if we don’t help to promote racing, pretty soon there won’t be any racing left to regulate,” explained Scurfield. “After all, horse racing creates more jobs in California than all of the other professional sports combined. That’s a message we helped deliver to the governor and the Legislature.”

Scurfield’s involvement with the RCI, which is the principal umbrella organization for most of the racing commissions in North America, has helped give California a voice on national issues, which he considers essential for the continued prosperity of the industry in California.

“In this era of simulcasting, which now accounts for 70 percent of pari-mutuel handle in California, it’s critical for us to participate nationally and to have some effect on the industry as a whole,” he explained. “It takes a healthy national industry to allow a healthy California industry.”

## BROADENED CHRB ROLE

Over the last eight years, the CHRB has increasingly involved itself in matters that once were deemed entirely within the purview of horsemen and the racing associations. Matters such as the number of pari-mutuel clerks on duty in a certain facility or whether \$1 exactas should be offered to the public once were considered “business decisions” that did not fall within the purview of the state regulatory agency. However, today there is virtually no issue in the horseracing industry that the CHRB considers hands-off, partly due to

“I’ve had many, many discussions with people in the industry, and it’s the universal opinion that this is the finest Board that we have ever had in the California horseracing industry. Without exception, your leadership...you, Ralph, and the other members of the Board...has just been exemplary in every degree.

“I guess this is the last thing I would like to say, ‘Happy trails to you, until we meet again. Happy trails to you, keep smiling until then.’

“Thanks.”

Excerpt from remarks of industry representative Rodney Blonien at July CHRB meeting

“There is no doubt that Ralph made a significant contribution to the citizens of California and to the horse racing industry. He spent a great deal of time working as a racing commissioner. He loved the position. He also served on a national level as chairman of the Association of Racing Commissioners International. With him, it was a labor of love.

“Ralph was a long-standing chairman during a period when racing underwent great changes. A few years ago, the industry came together to seek license-fee relief from the State of California. We gathered information about the tremendous economic contributions of horse racing to the state, including creating thousands of jobs and generating millions in tax revenue.

“The CHRB commissioners, being non-partisan and working in the public interest, recognized the importance of horse racing to the state and realized that the industry needed license-fee relief in order to remain strong and viable.

“As chairman, Ralph came before the Legislature and pointed out what horse racing means to California economically, and he explained what the industry needed from its elected officials. He played a vital role in gaining license-fee relief for the industry. To me, his leadership role in supporting that legislation was his most significant accomplishment.”

Former State Senator Ken Maddy

Scurfield’s leadership.

“Attitude changes start from the top,” he said. “Our Board decided that our customers are the wagering public, and we, as a Board and industry, should adjust our rules and procedures to accommodate them. Our goal is to serve their needs.”

Certainly the most publicized actions of the Board during Scurfield’s tenure involved equine medications and testing. Especially since the arrival of Executive Director Roy Wood in 1994, the CHRB has displayed no tolerance for prohibited substances, regardless of the amount detected. But at the same time, the Board has gone to great lengths to authorize the use of legitimate, therapeutic medications that help improve the health of horses but do not have an effect on athletic performance.

“It’s heartening to note that we’ve spent considerable time trying to determine how drugs can be used that have a therapeutic effect, while at the same time making sure, with advanced testing, that the wagering public is protected,” explained Scurfield. “Our actions show a genuine concern for not only the integrity of the sport but also for the general welfare of the horses and for the humans who participate in the industry. We are not yet perfect in any of these efforts, but I

think we have made some strides and we will continue to show progress in this area.”

Beginning with the Sacramento Planning Commission in 1965, Scurfield served on dozens of boards and panels during 34 years of public service. We asked him to describe his years with the CHRB in this context.

“In most of these government positions, the majority of the things that come before you simply require a response to a specific issue. Normally, there’s not a lot of opportunity to express an industry leadership position,” he explained. “But I think that of all the public bodies that I’ve been involved with, the California Horse Racing Board has provided me with the greatest opportunity to be proactive and to interact with the industry.”

And, finally, Scurfield was asked to assess his own performance as a racing commissioner – to speculate about whether he would leave a lasting impression on the industry that he helped regulate for the last eight years.

“I can only repeat something that I’ve said many times during the last 34 years,” he said. “You don’t have to settle the ledger every day because history will judge whether you did a good job or not. I only hope history is kind to me.”



“My career in racing has enabled me to meet all of the leaders among North American racing commissioners since 1965. During that time, there have been many outstanding commissioners who have left their marks on racing. Ralph Scurfield ranks among them.

“Service on a racing commission is a position of honor and responsibility. A commissioner’s responsibilities are multiple and diverse. In California, where more money is wagered on racing annually than in any other state, the responsibility is a little heavier. In this climate, Ralph Scurfield conducted himself with integrity, courage, dedication, and judgment.

“Despite his busy voluntary schedule with the CHRB, Ralph took time to serve the industry nationally. He ascended the (RCI) ladder of offices and served as chairman in 1998-99.

“Perhaps the finest tribute to Ralph’s success as a commissioner lies in the fact that his peers re-elected him year after year as chairman of the CHRB. He appreciated the sport of racing, and tried to help it when he could, but never at the expense of the public interest. He believed strongly that the racing commission should lead the industry. And so he led.”

**Tony Chamblin**  
President Racing Commissioners Intl.

## MEEKER EDITORIAL

(Continued from page 5)

back to the employee. We recently started implementing this training program at the supervisor level at Hollywood Park, and the reaction of our staff was overwhelmingly positive. Before the spring-summer meet of 2000, all Hollywood Park employees will participate in Churchill Downs University.

Another critical aspect of customer service is delivering a quality product to the marketplace. One area where racing in Southern California falls short of customer expectation is with the average number of horses entered per race in our daily racing cards. As usual, identifying the problem is the easy part. Developing solutions is the more difficult task, and all the stakeholders in racing – the tracks, the horsemen, and the regulatory bodies – must work together to ensure a quality experience is provided to the wagering public. While we are confident that the product can be improved, I implore you to treat this matter as a top priority in the coming months and give us your support as we attempt to solve this problem.

Capital improvements are an integral part of exceeding customer expectations, and we are dedicated to providing quality facilities for our customers and employees on the frontside and the backside at Hollywood Park. Our initial capital project was the renovation of the racing surface, which was completed in late summer. Track maintenance

crews refurbished the top layer and restored the integrity of the track base, and already the track is receiving high marks from horsemen. Additionally, we have committed \$15 million toward refurbishing the racetrack facilities over the next several years. We are already seeking input from owners, trainers, patrons, and the CHRB, which will help us put the money in the right places. Ultimately, this will enable us to deliver a better experience to the marketplace.

Since 1874, Churchill Downs has successfully promoted thoroughbred racing, and my guess is that the Company will be in the same business when all of us are long gone. Throughout the years, we have developed partnerships and alliances that have grown the Company, increased shareholder value, and strengthened the racing industry. Today, the industry is enjoying new opportunities for growth due to a spirit of cooperation and the willingness to work toward a common goal of servicing customers and developing new fans. We believe the industry must continue to work together, and all of us at Hollywood Park and Churchill Downs look forward to supporting racing in California.



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